Notes for a Research, Evaluation and Accountability Work Plan

Research, Evaluation and Accountability
Policy Services Division, MAETT

Draft as at May 25, 1999

TABLE OF CONTENTS

ADDRESSING MINISTRY STRATEGIC MANAGEMENT NEEDS 4

1. RESEARCH EVALUATION AND ACCOUNTABILITY - RATIONALE AND PURPOSE 5

1.1. AN ORGANIZING FRAME FOR CORPORATE ACTIVITIES 5
1.2. ROLE OF RESEARCH, EVALUATION AND ACCOUNTABILITY 7
1.3. MANAGEMENT FRAMEWORK FOR SELECTED ACTIVITIES 7

2. RESEARCH, EVALUATION AND ACCOUNTABILITY - RESPONSIBILITIES 9

2.1. A MULTI-FACETED ENTERPRISE 9
2.2. RESEARCH AND LABOUR MARKET INFORMATION OBJECTIVES 9
2.3. DEVELOPING A MINISTRY RESEARCH AGENDA 10
2.4. A FOCUS ON ACCOUNTABILITY 11
2.5. BUILDING AN ACCOUNTABILITY FRAMEWORK 11
2.6. EVALUATION AND PROGRAM MANAGEMENT 12

3. RESEARCH, EVALUATION & ACCOUNTABILITY - WORK PLAN PRIORITIES 14

3.1 RESEARCH AND DATA DEVELOPMENT 14
3.2. CAREER AND LABOUR MARKET INFORMATION 15
3.3. ECONOMIC AND LABOUR MARKET INFO CONSULTANCY 16
3.4. EVALUATION AND ACCOUNTABILITY 16
3.5. INTER-GOVERNMENTAL AND MINISTRY PARTNERSHIPS 17

ATTACHMENT 1: BACKGROUND TO RESEARCH AND ANALYSIS 18

ATTACHMENT 2: SCOPING RESEARCH, EVALUATION AND ACCOUNTABILITY ACTIVITIES 19

ATTACHMENT 3: SUSTAINING LEGACY COMPONENTS OF THE LMI STRATEGIC INITIATIVE 23

WHY SUSTAIN KEY LEGACY C&LMI PRODUCTS AND SERVICES? 23
WHAT ARE THE LEGACY C&LMI PRODUCTS AND SERVICES? 23
Research 24
Products 24
Marketing/Distribution Services 25
Communications/Networking 26
Standards/Training Services 26
SUMMARY 27

ATTACHMENT 4: BUILDING AN ACCOUNTABILITY FRAMEWORK FOR MAETT 28

BACKGROUND: 28
PURPOSE: 28
OBJECTIVES: 28
SCOPE OF WORK: 29
TIMELINES: 29
DELIVERABLES: 29
RESOURCES: 30
RESULTS: 30

ATTACHMENT 5: INVENTORY OF CURRENT EVALUATION ACTIVITY AND PLANNING 31

BACKGROUND 31
Purpose and Rationale 31
Description of Program Activity 31
Program Evaluation Cycle 31

105-03692/

Evaluation Benefits to Executive Committee and Management 32
ORGANIZATIONAL PLANNING 32
Evaluation Clients 33
Program Understanding 33
Setting Priorities and Identifying Questions 33
Identifying Evaluation Methods 33
ORGANIZING FOR EVALUATION: ACTION STEPS 34
Involving Program People 34
Developing A Program Scan 34
Establishing Priorities for Program Evaluations 34
Framing an Evaluation Schedule 35
1. *EVALUATIONS CONDUCTED IN 1998/1999* 36
2. *POTENTIAL EVALUATIONS FOR 1999/2000* 37

ATTACHMENT 6: POLICY SERVICES DIVISION - MANDATE AND OBJECTIVES **38**

Mandate and Responsibilities: 38
Goals and Objectives: 38
Operating Principles: 38

ATTACHMENT 7: RESEARCH, EVALUATION & ACCOUNTABILITY WORK PLAN **39**

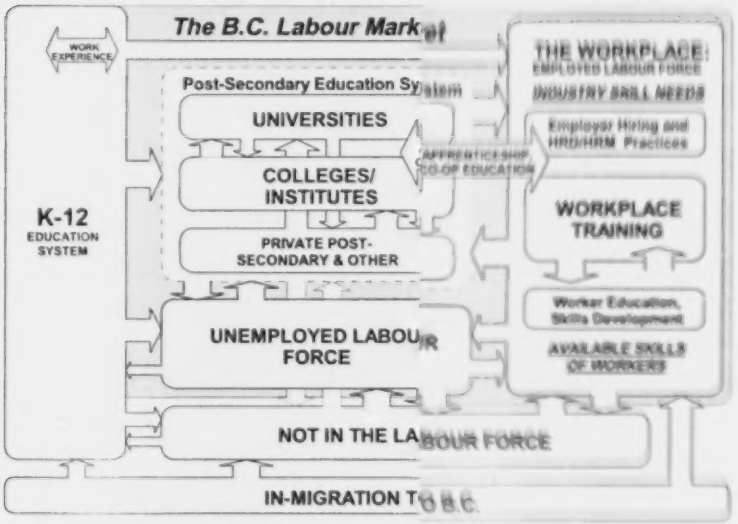
ADDRESSING MINISTRY STRATEGIC MANAGEMENT NEEDS

In today's world, efficient and timely collection, processing, analysis and application of information is viewed as an essential requirement for effective strategic and operational planning and decision making.

The formation of the Research, Evaluation and Accountability Branch (REAB) reflects a clear understanding of this information management requirement, and its role in enabling the Ministry to respond to a rapidly changing economic, social and labour market environment.

With the acquisition of a research, evaluation and accountability capacity within the Policy Services Division, the Ministry will be better able to support effective provincial labour market development with respect to policy, program and operational planning and decision making - and accountability for the results of those processes.

Figure 1: Overview of multiple pathways and transitions within the B.C. education, training and labour market system ...



Source: MAETT Environmental Scan 1998

This paper provides an overview of research, evaluation and accountability requirements within the Ministry; reviews the context within which Ministry research, evaluation and accountability functions will be exercised; outlines current and proposed projects and activities; and, sketches Branch budget requirements for the 1999/2000 fiscal year.

1. Research Evaluation and Accountability - Rationale and Purpose

The creation of the Research, Evaluation and Accountability Branch within the Ministry of Advanced Education, Training and Technology addresses corporate requirements for an enhanced strategic management capacity within the Ministry. This enhanced capacity is essential if the organization is going to respond effectively to a rapidly changing environment and contribute to development of the British Columbia labour market. The mandate for the REA Branch, reflects these corporate requirements highlighted above ...

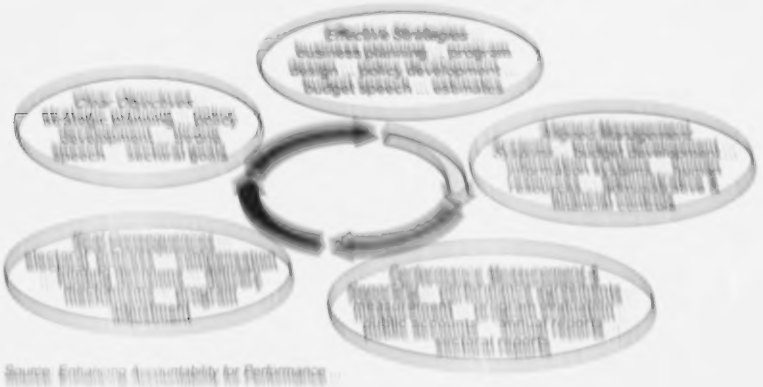
"The Research, Evaluation and Accountability Branch is responsible for providing corporate economic and labour market research services; for developing and distributing selected labour market information resources; for leading the development of a Ministry-wide performance management and accountability framework; for managing an evaluation program, as part of a comprehensive Ministry accountability regime; and, for participating in labour market related inter-governmental partnerships and initiatives."

This section of the paper articulates the mandate of the Branch in terms of an organizing frame for its activities, the particular roles of the Branch, and a process for managing its activities.

1.1. An organizing frame for corporate activities ...

In order to categorize and describe the rationale and purpose for the REA Branch, it is useful to situate its functions within a commonly accepted framework for a corporate strategic management process, as articulated by the Auditor General of BC and the Deputy Ministers' Council in one of their joint reports.[1]

Figure 2: Public sector performance management ... framework and processes ...



Source: Enhancing Accountability for Performance ...

[1] Auditor General of B.C. and Deputy Ministers' Council, *Enhancing Accountability for Performance: A Framework and an Implementation Plan* (British Columbia, April 1996)

With the inclusion of the REA Branch within the Policy Services Division, the discharge of the corporate strategic management functions become a shared responsibility between the Policy, Planning and Legislation and the Research, Evaluation and Accountability Branches of the Policy Services Division

The PPL Branch will, among its other functions: manage the corporate planning process itself (for instance, meshing Ministry planning with the annual strategic planning cycle of government); lead in the establishment of the Ministry mission, vision, priorities and goals (for instance, aligning and/or revising Ministry goals as a result of Government wide priorities from CPS); lead and coordinate inter-ministry policy initiatives (for instance, current inter-ministry policy development with respect to first nations employability and related issues); develop policy on Ministry strategic priorities (as may be determined by Executive Committee); support the development of strategic and selected program policy initiatives in the Ministry (for instance, developing and updating a framework for labour market development in British Columbia); and, manage the Ministry's legislative agenda (including development of legislation, legal research and analysis, legislative advice and information, and related).

Figure 3: Strategic planning/management cycle components ... research, evaluation and accountability contributions ...

Management Element	REAB Contributions
Scan external and internal environment ...	... review of economy ... labour market ... education and training system ...
Establish organization priorities and objectives ...	... economic consultancy services ... specialized research support/analysis ...
Develop policy and program responses ...	... development of accountability and evaluability dimensions ... program pilots
Implement appropriate programs and services ...	... support for accountability/performance management ... formative evaluations ...
Monitor outcomes and evaluate results ...	... corporate level reporting ... analysis of outcomes ... program evaluation ...

The REA Branch will: take the lead in coordinating corporate or Ministry wide research activities (for instance, development of a Ministry research inventory and agenda); provide economic consultancy services for policy analysis and related purposes (for instance, specialized research papers, briefings and notes); contribute to development of standardized data sets to support operational planning (for instance, economic or occupational forecast information); undertake selected scanning activities (for instance, production of an external environmental scan to support

Ministry planning); manage the corporate dimensions of a Ministry wide performance management and accountability process (for instance, development of a consolidated Ministry accountability framework, production of the Ministry annual report); and, lead an evaluation program, as part of a comprehensive accountability regime, within the Ministry (for instance, development of Ministry evaluation plan and support for the conduct of evaluations as required).

1.2. Role of research, evaluation and accountability ...

The contribution of the REA Branch to the corporate strategic management process (see Figure 3) reflect the major functions which have been assigned to the REA Branch. These include:

Research and analysis ... development of a Ministry research agenda, with linkages to other ministries, governments, the academic community, and others ... economic and labour market consultancy services to Ministry and other clients;

Labour market information ... development of labour market information resources for policy and program planning and decision making purposes ... coordination of a labour market information "program";

Accountability ... development of Ministry accountability framework and information management plan, management and coordination of appropriate reporting and other accountability activity; and,

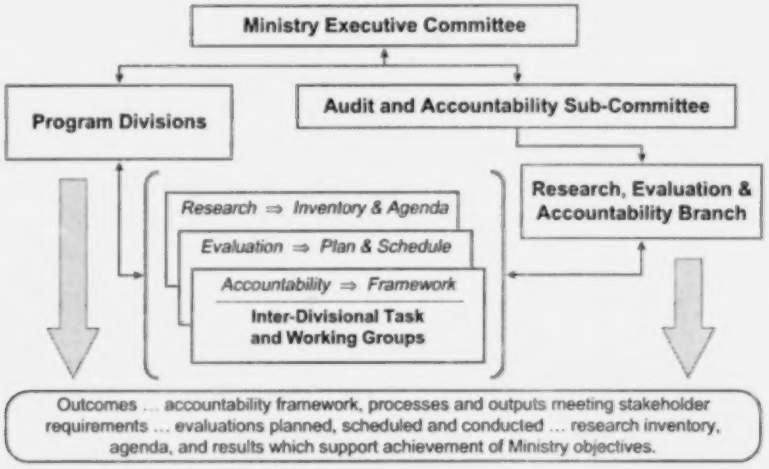
Evaluation ... development, coordination and implementation of a Ministry evaluation plan.

1.3. Management framework for selected activities ...

The degree of importance attached to development and maintenance of a corporate perspective and direction concerning accountability for expenditures, for legislative compliance and for results of program activities is reflected in the formation of a sub-committee of the Ministry Executive Committee - the Audit and Accountability Sub-Committee.

It is expected that the Research Evaluation and Accountability Branch will take the lead in enabling and supporting the oversight activities of the Audit and Accountability Sub-Committee and/or Executive Committee with respect to research, evaluation and accountability priorities, plans and activities within the Ministry.

Figure 4: Linkages to the Audit and Accountability Sub-Committee of MAETT Executive Committee ...


Ministry Executive Committee
Program Divisions
Audit and Accountability Sub-Committee
Research, Evaluation & Accountability Branch
Research ⇒ Inventory & Agenda
Evaluation ⇒ Plan & Schedule
Accountability ⇒ Framework
Inter-Divisional Task and Working Groups
Outcomes ... accountability framework, processes and outputs meeting stakeholder requirements ... evaluations planned, scheduled and conducted ... research inventory, agenda, and results which support achievement of Ministry objectives.

The primary vehicle for undertaking these activities will be the formation and use of inter-divisional task and working groups to review existing priorities, planning and projects across divisions; to establish a consolidated and/or coordinated perspective on this activity; and, to generate integrated, corporate-level Ministry research, evaluation and accountability plans.

2. Research, Evaluation and Accountability - Responsibilities

In Section 1 of this paper we highlighted the rationale for a research, evaluation and accountability branch within the Ministry; its role within a broader corporate policy, planning and management process; and, a suggested management framework within which the REA Branch would conduct its activities. In this section we turn more specifically to Branch responsibilities.

2.1. A multi-faceted enterprise ...

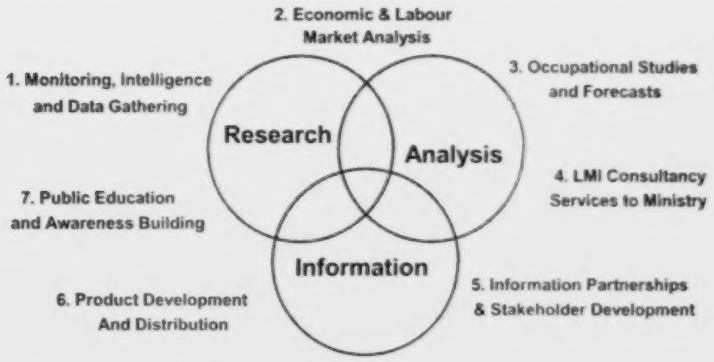
In an organization as large and as complex as MAETT the arguments for distributed research, information management, and evaluation and accountability capacity are particularly persuasive. The unique "business lines" reflected in the Skills Division and PSE Division mandates argue strongly for substantial levels of independent activity in this regard.

Program divisions are usually the most acutely aware of the gaps in a particular knowledge base and of the types of research required to fill those gaps, and, in response they will often conduct and/or support division-specific research projects. Different (sub)sets of stakeholders to whom program divisions are accountable for results may well exist. "Continuous improvement" perspectives call for direct and ongoing program involvement in the evaluation process

2.2. Research and labour market information objectives ...

A corporate research and labour market information capacity will focus on increasing awareness, understanding and responsiveness to changing economic, social and labour market conditions, and linkages to the training and education system, on the part of government, other agencies and organizations, and individuals.

Figure 5: REAB research, analysis and labour market information activities ...


2. Economic & Labour Market Analysis
1. Monitoring, Intelligence and Data Gathering
3. Occupational Studies and Forecasts
Research
Analysis
4. LMI Consultancy Services to Ministry
7. Public Education and Awareness Building
Information
6. Product Development And Distribution
5. Information Partnerships & Stakeholder Development

More specifically, work will focus on ...

Enhancing the amount, quality and availability of economic and labour market intelligence and data ... to respond to requests for

data, information and analysis on the part of a wide range of clients both within the Ministry and outside.

Coordinating, supporting, and/or undertaking economic, social and labour market research ... to support strategic directions, planning and decisions on the part of the Ministry and its partners.

Providing research and analytical support, advice and guidance for policy and program development and implementation ... to contribute to effective implementation and management of new or existing policies and programs.

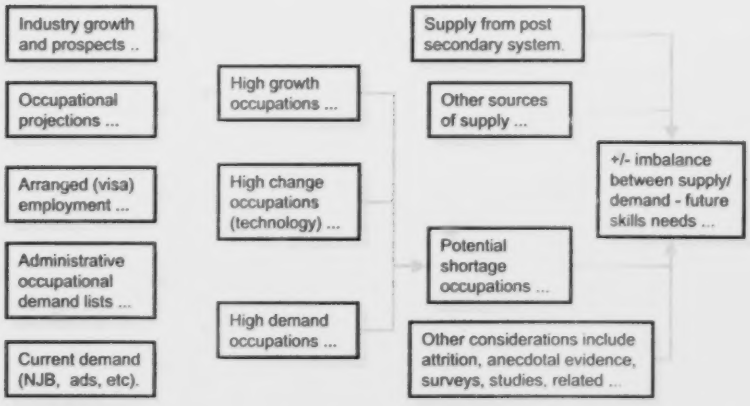
Building and participating in strategic information and related partnerships ... to facilitate more efficient and effective development and use of data, information and analysis by Ministry partners and clients.

Developing new publications, resources, tools and innovative delivery methods ... to support agencies, career practitioners and individuals in human resources planning and decision making in today's rapidly changing labour market.

2.3. Developing a ministry research agenda ...

In the development of this workplan it is essential to organize or frame research projects and activities in relation to Government and Ministry strategic priorities, and to clearly identify the contribution that proposed research makes to the ministry strategic planning and management process. *Attachment 2* provides a listing of factors to be taken into account to assist in identifying research needs of the Ministry and to describe research activities.

Figure 6: Example of a schema for researching and assessing labour market supply/demand issues ...


Industry growth and prospects ..
Occupational projections ...
Arranged (visa) employment ...
Administrative occupational demand lists ...
Current demand (NJB, ads, etc).
High growth occupations ...
High change occupations (technology) ...
High demand occupations ...
Supply from post secondary system.
Other sources of supply ...
Potential shortage occupations ...
Other considerations include attrition, anecdotal evidence, surveys, studies, related ...
+/- imbalance between supply/ demand - future skills needs ...

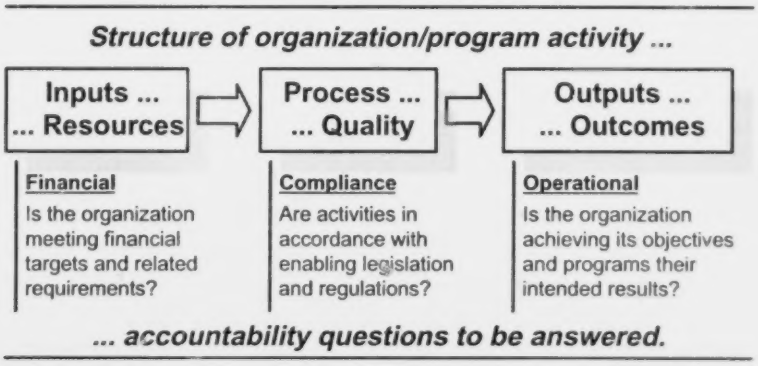
As well, it is recognized that there are different levels of research activity which take place, ranging from short-term/ad-hoc projects to longer term research which helps guide policy direction and strategic planning. While providing quick response to emerging issues is an important component of REA Branch research

activities, the initiation of a more comprehensive research agenda is necessary for medium and longer term planning purposes.

2.4. A focus on accountability ...

As noted at the outset of this paper, a major impetus for creation of the REA Branch was the need to address corporate strategic management requirements within the Ministry. A comprehensive performance management and accountability framework - within which Ministry programs performance is monitored, measured and reported; programs results are assessed and evaluated against stated objectives; and, findings are re-incorporated into the program planning and budgeting process - is at the heart of an adequate strategic management capacity.

Figure 7: Elements of an accountability framework ... questions to be answered ...


Structure of organization/program activity ...
Inputs ... ... Resources
Process ... ... Quality
Outputs ... ... Outcomes
Financial
Is the organization meeting financial targets and related requirements?
Compliance
Are activities in accordance with enabling legislation and regulations?
Operational
Is the organization achieving its objectives and programs their intended results?
... accountability questions to be answered.

Increasingly a narrow focus on financial accountability, as epitomized by the financial audit, and on legislative compliance, which focuses on the degree to which program processes meet the letter of the enabling legislation (and related controls), is being widened to include a focus on outputs, outcomes and results of program activity. This last perspective is concerned with program performance and results - what a program is doing (what are the outputs), and how well it is doing (what are the outcomes) in meeting its intended objectives and targets.

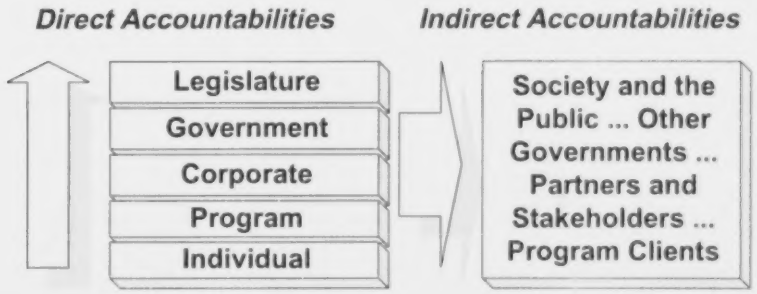
2.5. Building an accountability framework ...

To be effective an accountability regime needs to be embedded in all levels of the organization. While reflecting financial management and legislative compliance considerations, the major focus of a performance management and accountability framework will be on accounting for results against stated objectives. This focus will dictate the priority elements associated with building the framework within the Ministry. These include ...

At the corporate level ... development and/or coordination of strategic and business plans in line with government priorities. These instruments will highlight Ministry strategic directions, objectives and intended results, programs and activities, and resource requirements. As well, consolidated performance management information and reports of results achieved, such as the Ministry *Annual Report*, will be produced.

At the divisional/program level ... detailed business plans, including the information management components associated with generating appropriate performance information, are developed. Ongoing performance monitoring and reporting will include budget management, outputs against resources, quality of service surveys, value-for-money audits, program evaluations, and related activities.

Figure 8: Levels of accountability within the public sector ...



At the individual level ... accountability is exercised via the individual performance management plan, and as individuals representing the Program, Ministry and Government to the client and the public-at-large.

2.6. Evaluation and program management ...

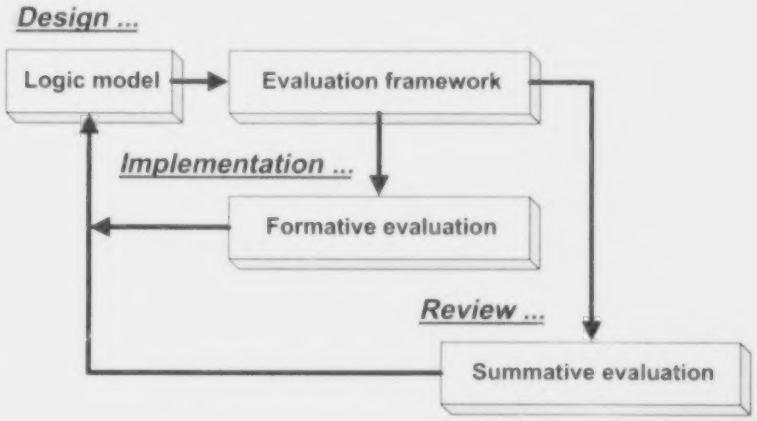
A well developed evaluation program is a significant contributor to an effective accountability regime within the Ministry. As well, it is an essential component of any Ministry program development, implementation and review.

An array of tools will be used to support the process of design and development of new programs. The logic model is one of the tools used to support the identification of expected cause/effect relationships, the articulation of intended impacts, and the generation of relevant performance indicators focused on inputs, process quality, and outputs and outcomes.

The evaluation framework is an essential component of program evaluation and is one of the outcomes of a process of reviewing the design and implementation aspects of a program to ensure that the program can be evaluated properly, and that appropriate

performance measures are available to enable design modifications, adjustments, and related changes.

Figure 9: Applying evaluation to program design, implementation and review - a simple, illustrative schema ...



Managing implementation effectively is a major contributor to program success. Formative evaluation processes will address the effectiveness of new programs implementation and operation. In particular they will answer questions as to whether the program is working the way it was designed to with respect to direction, roles, activities and clients.

A program may run like clockwork, but is it achieving its intended objectives? While formative evaluation processes scrutinize program operations, summative evaluation processes focus on the outcomes and results of those operations. Ultimately it is program results which answer the question as to whether the program is achieving what it was intended to achieve in a cost-beneficial and cost-effective manner.

3. Research, Evaluation & Accountability - Work Plan Priorities

The Research, Evaluation and Accountability Branch is a new Branch which has recently been created in the Ministry. For this reason, the work plan priorities which follow are based on a review and assessment of: (1) the mandate and roles which have been assigned to this Branch by the Executive Committee; (2) the expectations and demands placed on the new Branch clients; and, (3) the legacy roles and responsibilities which have been brought to the Branch by REAB staff who were previously working in other agencies both inside and outside government.

As noted previously in this paper, the key to effective discharge of the REAB mandate will be the formation and use of inter-divisional working groups in the research, career and labour market information, accountability, and evaluation areas - to review needs, priorize activities, establish budgets and support implementation. Priority activities highlighted below assume the operation of such committees. Additional detail, including budgets, is provided in the appendices to these notes.

3.1 Research and data development ...

3.1.1 Priority research and data development activity currently underway or committed within the REAB includes ...

External environmental scan ... production, on a yearly basis, of an external Environmental Scan of labour market and learning trends. To support Ministry and post-secondary planning exercises. ...

Monitoring of BC labour market ... monthly review of the results of the Labour Force Survey, including 1) monthly briefing note for Deputy Minister, and 2) publication of monthly joint publication *Labour Force Statistics* with BC Stats ...

Occupational projections and forecasts ... participation in review, assessment and development of a set of provincial level industrial and occupational forecasts using COPS and related tools. ...

Data acquisition and regional data products ... purchase of Census and other data on education, labour market, incomes and earnings at a regional level by SDD regions and College regions, and development of products to inform regional planning ...

Regional employment forecasting and major projects listings ... participation with BC Stats and Skills Development Division in the development of a sub-provincial labour forecasting model. ...

3.1.2 Divisional research and data needs identified and proposed activity (for review by research working group) include ...

Post-secondary labour market information and education research ... includes special research and analysis to assist informed decision making. For instance, post-secondary participation rates, school to work transitions, analyses of student outcomes data

Regional human resource profiles ... to utilize new census data, and provide analysis requested by Ministry field staff

Analysis of employment insurance & income assistance ... combined, by region ... develop report ... summarize report for inclusion in Monthly Statistics - BC Benefits or LF Stats (both?)

Equity group human resources profiles ... utilize new census data ... not a duplication of BC stats ... provide analysis

Technology occupations ... list and descriptions from sector council and prepare profiles utilizing information and contacts established through Ministry committee; link to Work Futures

Programs of study/occupation links ... develop "links" from BC college outcomes and from NGS; ... link work futures occupations to post secondary programs and/or institutional information ...

Regional skills/occupations in demand ... obtain all LMIA report, compile information from these and add/build on these ... -provide information, by region, but in one publication ... do annually

3.2. Career and labour market information ...

Priority career and labour market information product development and distribution includes ...[2]

Career and labour market information on Ministry web page ... lead for development of career and labour market info materials for mounting on Ministry Internet home page ...

Update to BC WorkFutures ... this hugely successful and widely accessible product was enabled under joint Ministry/HRDC Strategic Initiative. Updating this core product is essential ...

Support and direction to BC WorkInfoNet ... continued development of BC WIN as one-start career and labour market information source on the Internet ...

B.C. WorkFutures Volume II ... develop companion volume of WorkFutures focusing on outcomes of recent college and university graduates.

[2] For a detailed review of priority products and services, and associated funding requirements, see Appendix C

Update to BC Guide to the Economy and Labour Market ... this hugely successful product is now dated. The career counselling community is strongly urging its updating.

BC WorkFutures: For Persons with High School Completion or Less ... a new occupational and career information product focused on persons with secondary education or less. Identified as a key requirement by both SDD and Careers Branch of MEd.

Field staff/client friendly student outcomes reports ... special reports drawing from public and private post-secondary outcomes data in a format to assist Ministry field staff and clients with training and career decisions ...

3.3. Economic and labour market info consultancy ...

Current "economic consultancy", or ad-hoc research and analysis activity for various Ministry and non-Ministry clients includes ...

Labour market intelligence for new post-secondary program proposals ... provision of labour market information, analysis and assessment regarding new post-secondary program proposals on behalf of, and in conjunction with, the PSE Division.

Framework/checklist for gathering and using labour market information for institutional program planning and decision making ... development of a labour market information framework and template to assist post-secondary institutions with LMI requirements for identifying needs for new programs ...

Ad hoc consultancy requests ... labour market information, occupational, economic, demographics and related research and analytical support to work of Ministry divisions and others ... [3]

3.4. Evaluation and accountability ...

Priority short term activities are being driven by the need to develop a consolidated Ministry accountability framework as well as an evaluation plan built on the work currently underway in the program divisions ...

Accountability framework ... establish an inter-divisional evaluation and accountability working group to review current activities, establish Ministry corporate requirements, and develop a work plan to deliver a Ministry-wide accountability framework.

[3] Examples for November 1998, include: labour market analysis regarding major BCIT expansion for the PSE Division; input on demand for employment for occupations not requiring post-secondary training for the Careers Branch of Ministry of Education; and, input on occupations with shortages of qualified workers for the Immigration Policy Branch of the Ministry of Attorney General who are developing a new skilled immigrant worker program.

Annual report ... develop the Ministry annual report as an exemplar of and reporting vehicle for selected accountability information which is generated within the Ministry.

Evaluation plan ... utilize the evaluation and accountability working group to review current evaluation criteria and planning, inventory Ministry programs, and establish and budget a consolidated Ministry evaluation plan.

3.5. Inter-governmental and ministry partnerships ...

REAB staff participate in substantively on a number of inter-Ministry and inter-Governmental working groups and committees which address, or which will impact human resource development issues which are relevant to British Columbia. These include ...

Labour Mobility Coordinating Group ... provincial/territorial co-chair of the intergovernmental Labour Mobility Coordinating Group, charged with implementation of the Labour Mobility Chapter of the Agreement on Internal Trade ...

Occupational, career and labour market information working group ... provincial/territorial co-chair of the FLMM OCLMI Working Group. Includes responsibility for the Work Destinations web site targeted to mobile workers in Canada.

Other representation includes ... federal/provincial COPS partnership, federal/provincial youth transitions working group, Canada and BC WorkInfoNet partnerships, Western Research Employment Network, CanLearn reference group, BC Career Information Partnership, and related

ATTACHMENT 1: BACKGROUND TO RESEARCH AND ANALYSIS

In December 1997, the Ministry undertook an inter-divisional consultation and review of the Ministry's labour market information (LMI) and related economic and social research requirements and gaps. The consultation highlighted the requirement for a labour market information and related economic and social research function to support informed policy and program decision making associated with the development of an integrated labour market development system.

This function was also identified as critical to meeting the expanded responsibilities of the Ministry for all active labour market development activities in the province as envisioned under the LMDA negotiations with the Federal Government. As such, the Ministry is expected maintain a leadership role with other ministries and agencies who are involved with broader human resource development issues - including agencies such as ISTA, ITAC, Immigration Policy Branch of Ministry of Attorney General, ODI, K-12 Career Programs, Ministry of Employment and Investment, CPCS, and Ministry of Human Resources.

Following this review, the Ministry Executive Committee directed the establishment of an inter-divisional LMI Working Group to prepare a detailed gap analysis and resource plan for addressing Ministry labour market information research and analysis needs, including options for a labour market information strategy to inform negotiations with the Federal Government on the impending LMDA.

The final report of the Working Group in June, 1998 concluded that an in-house capacity at Ministry headquarters was needed and that a corporate unit with a research and analysis/labour market information function be established. In September 1998, 3 members of Ministry staff involved in research, analysis and labour market information activities that had been seconded to CEISS for two years, returned to the Ministry as part of the nucleus for the Research Evaluation and Accountability Branch.

ATTACHMENT 2: SCOPING RESEARCH, EVALUATION AND ACCOUNTABILITY ACTIVITIES

What types of research, evaluation and accountability activities are currently undertaken and/or planned, and for what purpose are they intended?

When viewed as part of a "knowledge generation and dissemination strategy", research can be characterized as:

- ❒ **Policy information ...**
  Basic statistics ... trends and characteristics of the population ...
  Policy research and experiments ... research and analysis concerning potential public policy issues ...
- ❒ **Public perceptions . . .**
  Public opinion research ... research into perceptions and attitudes of public and clients ...
  Consultations ... consulting with and mobilizing support from partners and stakeholders ...
- ❒ **Future views . . .**
  Forecasts and projections ... projecting future state of environment and needs of clients ...
  Strategic scanning ... corporate perspective on future, including the economy, fiscal realities, global shifts ...
  Modelling ... modelling the effects of program and related changes on clients ...
- ❒ **Pilots and examples . . .**
  Pilots and demonstrations ... testing and demonstrating proposed program changes ...
  Best practices ... case book examples of what works ...
- ❒ **Performance measurement . . .**
  Monitoring, accountability and evaluation ... measuring program outcomes and results ...
  Management information ... information provided to support program management ...
- ❒ **Information dissemination . . .**
  Informing clients ... information provided to clients to increase awareness, change behaviour and support individual decision making ...
  Information partnerships ... networking and info sharing between HRD partners to facilitate efficient and effective planning, programming and evaluation ...
  Informing a broader constituency ... information to a broader constituency concerned with HRD issues to facilitate better planning and decision making ...
  Catalyzing action ... developing and supporting appropriate networks and partnerships ...

What research and information objectives are being addressed by the existing and proposed research, evaluation and accountability activities and projects?

The main elements or objective areas in the workplan include:

- **Data Development and Acquisition ...**
  Develop and/or acquire, process and manage specialized data sets, extracts and tabulations required for Ministry research and evaluation purposes - to support policy and program development and implementation.
- **Labour Market Supply and Demand ...**
  Monitor, research and analyze factors influencing labour supply and demand including characteristics of a dynamic and changing labour force, and structural, cyclical and other changes in labour market demand - to contribute to the smooth functioning of the British Columbia labour market.
- **Forecasts and Projections ...**
  Develop and maintain a British Columbia economic and labour market outlook capacity, and participate in and coordinate other initiatives in this area (e.g. the HRD Canadian Occupational Projections System) - to support forward planning to meet labour market needs.
- **Labour Market Adjustment ...**
  Contribute to increased understanding of labour market adjustment issues, and the effects of different interventions - to support appropriate program response.
- **Policy and Program Development ...**
  Provide research and analytical support, advice and guidance to ministry and other agencies developing policies and programs to respond to emerging issues within the post-secondary education, and skills and training systems - to ensure appropriate and effective response.
- **Support to Program Management ...**
  Analyze, assess and provide a labour market perspective on program proposals and requests for funding to the skills development and post-secondary education systems - to ensure effective and relevant response to labour market conditions.
- **Promoting Independent Research ...**
  Encourage development of research networks, and support research on labour market and related issues on the part of the academic and related independent research community, including developing and facilitating access to administrative and other proprietary data sets - to expand the knowledge base.

What research and information objectives are being addressed by the existing and proposed research, evaluation and accountability activities and projects? (Cont.)

- **Meeting Client Data & Information Needs ...**
  Respond to requests for data, information and analysis pertaining to the British Columbia economy, labour market, and education and training system on the part of a wide range of clients in the public and the private sector - to facilitate planning and decision making in a rapidly changing environment.
- **Public Awareness and Understanding ...**
  Increase awareness of, understanding about, and responsiveness to, changing labour market conditions on the part of government, other agencies, and individuals - to support effective planning and decision making.
- **Career Counselling and the Labour Market ...**
  Develop and facilitate access to and use of labour market information for career counselling on the part of career counselors, training consultants and others - to support effective entry or re-entry into the labour market.
- **Support to the Strategic Management Framework ...**
  Development of the Ministry research plan & contribution to Ministry performance indicator system.

How does the REAB workplan fit into to a Ministry strategic management framework?

Elements of a corporate strategic management framework to which an REA Branch work plan contributes include ...

- **Government strategic priorities ...**
  Articulation of government strategic priorities - support for development and integration of govt strategic priorities and core values into Ministry strategic planning framework ...
- **Ministry issues and objectives ...**
  Identification of strategic issues and objectives arising from government priorities, Ministry mandate, current environment and programs, and objectives ...
- **Policy and program response ...**
  Establishing Ministry policy and program response to issues identified and objectives established - research support for design and redesign of programs as required ...
- **Planning and program implementation ...**
  Planning, budgeting and program implementation and operation - including associated communications products and services ...
- **Monitoring, assessment, accountability, evaluation ...**
  Development of the Ministry accountability framework, preparation of evaluation plan, ongoing development/use of monitoring and accountability measures as needed ...

Who are the Ministry clients and partners?

Research projects and activities outlined in the Workplan need to identify the clients for whom the research is being conducted, as well as internal and external partners in the research and information enterprise:

- **Ministry clients ...**
  Includes Deputy Minister, Policy Services Division, and Programs Divisions (including the field) as well as ISTA, ITAC, ODI, . . .
- **Other ministries ...**
  Includes the CPCS, and other ministries . . .
- **Other governments ...**
  Includes federal government departments, other provinces . . .
- **Educational institutions ...**
  Includes the post-secondary institutions (public and private) . . .
- **Not-for-profit agencies ...**
  Includes community service and other service agencies and deliverers . . .
- **Business and labour sector ...**
  Includes employer/labour associations, occupational and professional bodies
- **Other agencies and individuals ...**
  Including career counsellors, researchers and worker clients . . .

ATTACHMENT 3: SUSTAINING LEGACY COMPONENTS OF THE LMI STRATEGIC INITIATIVE

The purpose of this note is to provide additional detail on the types of career and labour market information products and services which constitute critical legacy components of the Canada/BC Labour Market Information Strategic Initiative (LMI SI) and which will require new sources of funding to sustain them in the future. As was the case with the LMI SI, it is intended to pursue these new sources of funding through both levels of government.

Proposed key career and labour market information products and services deliverables are provided and funding requirements detailed. Total funding required in FY 1999/2000 for all legacy components of the LMI SI is estimated at $1.1 million - or $600,000 each to be provided by the two levels of government.

Why Sustain Key Legacy C&LMI Products and Services?

This note is premised on the assumption that the necessity and value of labour market information to support informed career, employability and work search planning and decision making among groups and individuals in a wide variety of institutional, agency and other settings is not in question.

A second assumption concerns the returns on joint federal/provincial investments in career and labour market information. In this respect, a simple compelling argument for investing in key legacy components of the LMI SI is the potential for levering matching federal funds to support development, distribution and use of selected sets of career and labour market information (C&LMI) products and services.

This means, unless otherwise indicated, that the required provincial contribution to support a given product or service will usually be one half of the project costs which are provided in this paper. In addition, the Ministries of Advanced Education, Training and Technology (MAETT) and of Education (MEd) have often contributed equally to a given project's costs - thus further reducing the costs to a particular Ministry.[4]

The above being said, the argument for ongoing Provincial funding for these products and services, even at 50 cents on the dollar, needs to be supported by clearly defined objectives and deliverables, as well as demonstrable results in support of the mandate and objectives of the stakeholder ministries and agencies involved.

What are the Legacy C&LMI Products and Services?

A comprehensive review of the career and labour market information enterprise would include a discussion of target audiences or clients for C&LMI, partners involved in development and delivery, and types of information activities, products and services.[5] For our purposes in this

[4] Funding provided recently to BC WorkInfoNet (BCWIN)constitutes a good example of the types of funding arrangements described. Human Resources Development Canada provided $25,000 to BCWIN, while MAETT and MEd each contributed $12,500.

[5] For a review of these and related aspects of the career and labour market information enterprise, please see *Notes on a Strategy for Transition of the Labour Market Strategic Initiative into the Post-SI Environment* , available at http://workinfonet.bc.ca/lmisi/jointcom lmi_str3.pdf

paper, we will focus on a broad set of categories of career and labour market information, the deliverables with which they are associated, and costs of same.

Research

There is a body of research, generated in part through the LMI SI, which is essential to the development of career and labour market information products and services, and which will require ongoing support if these same products and services are to be maintained. This is the modeling, survey and related research activity which feeds the development of selected "foundation" C&LMI resources (see "Products" below), and without which those resources could not be produced ...

Research deliverables in fiscal year 1999/2000 ...	**Lead ... estimated costs ... sources**
• results from the Canadian Occupational Projections System (COPS) demand model ...	MAETT ... core funded ... from REAB, MAETT (internal FTE/$ resources)
• basic and custom tabulations from the 96 Census with occupational/industrial/regional detail ...	MAETT ... $25,000 ... from REAB, MAETT (with BC Stats & HRDC)
• updates/enhancements to the BC Regional Employment Projections Model (BC REPM) ...	BC Stats ... $40,000 ... from Skills Division, MAETT (ACR funds)
• graduate outcomes from the Public and Private Post-secondary Student Outcomes Surveys ...	CEISS ... core funded ... from PSE Division, MAETT
• the British Columbia Significant Economic Events Data Base(s) ...	BC Stats ... $10,000 ... from Skills Division, MAETT (ACR funds)
• results/analysis from BC Employer Surveys ...	BC Stats/Skills Division ... ??? ... ???

Products

The LMI SI enabled the development and publication of a set of foundation career and labour market information products that are essentially the base on which many, if not most other key C&LMI products and services are built. These include ... Work Futures as well as Work Scenes, Guide to the BC Economy, and PSE Student Outcomes Surveys.

It must be stated in very explicit terms that, at present and with the exception of the PSE Student Outcomes Surveys, no long-term plan exists to sustain future updates, revisions and re-issues of these foundation products. With the availability of new Census 96 data and updated economic scenarios and employment projections (see "Research" above) it is imperative that a plan be developed among the key partners to update these products.

In addition, several other resources, which may draw in part on the above foundation publications, have been published on a regular basis in British Columbia over the last few years and are well established among end-user clients. These include the Career Paths and Motiv8 tabloids, as well as the quarterly What Works work search bulletin. Funding for these publications should be established on a more sustained basis.

Products deliverables in fiscal year 1999/2000 ...	Lead ... estimated costs ... sources
• *Work Futures: Occupational Outlooks* update and addition of new occupations ...	MAETT/HRDC... $200,000 ... from MAETT, MEd and HRDC
• *Work Futures* collateral products including *Work Futures for High School Grads* & *Work Scenes* ...	MAETT/HRDC... $100,000 * ... from MAETT, MEd and HRDC
• *Guide to the BC Economy* (also referred to as *Work Futures: Industrial Outlooks*) ...	BC Stats ... $50,000 ... from MAETT, MEd and HRDC
• *Experience of Recent Graduates* proposed new publication (*Work Futures: Graduate Outlooks*) ...	CEISS ... $200,000 ... from MAETT, MEd and HRDC
• *Opening Doors* guide to post-secondary education programs	CEISS ... $100,000 * ... from MAETT, PSE Division
• *Career Paths/Motiv8* tabloids in hard-copy and on-line, including facilitator guides ...	YES Canada ... $200,000 * ... from MAETT, MEd and HRDC
• *What Works* quarterly regional publication and facilitators' guide ...	CEISS ... $150,000 ... from MAETT, Skills Division & HRDC, Youth Pgms
• *Making Career Sense of Labour Market Information* introduction/guide to LMI ...	MAETT/HRDC ... $50,000 * ... from MAETT, MEd and HRDC

* Notional estimates only. Project needs to be scoped and total costs to be established.

Marketing/Distribution Services

As noted in the formative evaluation of the LMI SI, the best C&LMI products are of no use if they don't get into the hands of the end-user. Which means that end-users must know about the available products and services AND be able to access them.

As discussed by Robert Buchan in his C&LMI marketing study,[6] building on and further developing existing brand equity is one approach to getting the right information into the hands of the right users. Both the federal and provincial "marques" have considerable equity, and together in publications such as Work Futures, Career Paths and others they are an extremely powerful marketing tool.

Increasingly C&LMI products and services will be distributed via electronic on-line media and/or on a cost-recovery basis (for printed publications). The key to on-line distribution is the building of an integrated "portal" or "gateway" to on-line resources.

Marketing deliverables in fiscal year 1999/2000 ...	Lead ... estimated costs ... sources
• Joint marketing and promotional literature such as *What's Key in LMI* ...	MAETT/HRDC... $25,000 * ... from MAETT, MEd and HRDC
• Updates to electronic C&LMI access and support applications such as *Career Gateways* ...	BC WIN ... $25,000 * ... from MAETT, MEd and HRDC
• *BC WorkInfoNet* services, including *Career Resources 98, Changing Times*, Listservs ...	BC WIN ... $150,000 ... from MAETT, MEd. HRDC and other sources

[6] To review *The Enhanced Labour Market Information Strategic Initiative: A Review of Marketing Issues* , please go to http://workinfonet.bc.ca/lmisi/jointcom/mrktplan.pdf

* Notional estimates only. Project needs to be scoped and total costs to be established.

Communications/Networking

Related to marketing is the issue of communications and networking. In an environment in which "distributedness" is a virtue there are even more compelling reasons for developing and maintaining the necessary communications and related linkages between widely distributed networks of stakeholders - from government bureaucrats, to product developers, to end-user practitioners - to build a common understanding and sense of purpose regarding the career development enterprise.

For instance ... is a career practitioner in School District #45 aware that HRDC has invested heavily at the national level via the Canada Career Information Partnership, through the National Life Work Centre, and in partnership with the (US) National Occupational Information Coordinating Committee in the "Blueprint for Life/Work Designs", a handbook of kindergarden to adult career development competencies? And that British Columbia is involved through the BC Career Information Partnership in supporting this initiative for curriculum development and related purposes?

Or ... is a career practitioner working for a private sector employment service provider funded through MAETT aware that a national consultation process - led by the Canada Career Development Foundation, managed by the Canadian Labour Force Development Board, and funded through HRDC - to address standards and certification for career development practice is currently underway? And that British Columbia is involved via a BC Committee and the participation of the Career Education Society, the Career and Labour Market Information Association, and other agencies?

Communications deliverables in FY 1999/2000 ...	**Lead ... estimated costs ... sources**
• Further development of the *British Columbia Career Information Partnership* network ...	MEd/MAETT/HRDC ... internal resources ... MAETT, MEd and HRDC
• On-line communications and networking vehicles such as BC WIN listserv ...	BC WIN ... see BC WIN services under "Marketing ..." above

Standards/Training Services

The issue of the application of quality standards in a universe in which the development and dissemination of career and labour market information is widely distributed has been raised frequently as we witness an exponential increase in the quantities of information available on-line. The development of quality standards for on-line career and labour market information is being undertaken by a partnership which includes Canada WorkInfoNet, the Canadian Labour Force Development Board, BC WIN, and others.

Of perhaps greater importance is the issue of support and training for practitioners in the application of C&LMI. Growing recognition of the importance of labour market information for career planning and decision making in a wide variety of settings has not been matched by an equivalent increase in capacity to use the information which is available. The single recurring theme arising from practitioner surveys and needs assessments is the requirement for additional resources and training in the application of labour market information to the career development process.

Standards deliverables in fiscal year 1999/2000 ...	Lead ... estimated costs ... sources
• C&LMI information standards published ... implementation of *LMI for Disabilities* pilot ...	Canada WorkInfoNet ... $0 ... from CanWIN, CLFDB and HRDC Ottawa
• Updates for facilitator guides to key C&LMI resources, including *Work Futures, Guide to the BC Economy, Career Paths, Making Career Sense* ...	MAETT/MEd/HRDC ... $50,000 * ... from MAETT, MEd and HRDC
• Workshops and in-service training in *Making Career Sense* ... and other publications	MAETT/MEd/HRDC ... $100,000 * ... from MAETT, MEd and HRDC

* Notional estimates only. Project needs to be scoped and total costs to be established.

Summary ...

The Labour Market Information Strategic Initiative has had a significant impact on the availability and use of labour market information to support informed career, employability and work search planning and decision making among groups and individuals in a wide variety of institutional, agency and other settings in BC.

With the ending of the LMI SI new multilateral partnerships, plans and funding will be required to sustain key legacy components of this initiative. Joint federal/provincial arrangements also present significant cost-sharing opportunities and benefits for the province.

LMI SI legacy components include the necessary background research, "foundation" products and services, marketing and distribution, communications and networking, and standards and training which together are required to put useful career and labour market information into the hands of end-users.

Deliverables in fiscal year 1999/2000 ...	MAETT/MEd Funding	HRDC Funding
• Research ...	$75,000	Other/internal resources
• Products ...	$525,000	$425,000
• Marketing ...	$100,000	$100,000
• Communications ...	Other/internal resources	Other/internal resources
• Standards/Training	$75,000	$75,000
Total funding required ...	$775,000	$600,000

The above budget assumes funding for the full range of products and services described above. Given current fiscal realities, it will be necessary to review, negotiate, revise and priorize the proposed deliverables, and establish budgets accordingly.

February 8, 1999

ATTACHMENT 4: BUILDING AN ACCOUNTABILITY FRAMEWORK FOR MAETT

The Research, Evaluation and Accountability Branch has been tasked with addressing Ministry performance management and accountability issues from a corporate perspective. Among these is the development of an organization-wide accountability framework which is reflective of, and builds on, the substantial amount of Ministry activity currently underway.

Background:

The creation of the Research, Evaluation and Accountability Branch within the Ministry of Advanced Education, Training and Technology addresses corporate requirements for an enhanced strategic management capacity within the Ministry. This enhanced capacity is essential if the organization is going to respond effectively to a rapidly changing environment and meet its mandated mission to contribute to development of the British Columbia labour market.

Development of a comprehensive, organization-wide performance management and accountability framework - within which performance of Ministry programs is monitored, measured and reported; program results are assessed and evaluated against stated objectives; and, evaluative findings are incorporated into Ministry planning and budgeting processes - is viewed as a high priority task for the Branch.

To date the Research, Evaluation and Accountability Branch has built a high level statement of its mandate with respect to Ministry performance management and accountability

> " ... to manage the corporate dimensions of a Ministry wide performance management and accountability process (for instance, development of a consolidated Ministry accountability framework, production of the Ministry annual report ...); and, to lead an evaluation program, as part of a comprehensive accountability regime, within the Ministry (for instance, development of a Ministry evaluation plan and support for conduct of evaluations as required ...).[7]

Purpose:

The purpose of this project is to take stock of the current performance management and accountability activities within the Ministry, to establish the elements of a corporate perspective and role in these processes, and to build and implement an organization-wide accountability framework. The goal is to enable an extensive and rich Divisional involvement in these activities, while enabling Ministry-wide reporting, a corporate viewpoint, and compliance with government-wide and central agency requirements.

Objectives:

- To review current and emerging performance management and accountability requirements in the Ministry, and current plans and activities to meet those requirements;
- To develop a Ministry-wide perspective on these requirements, plans and activities, and to identify the corporate role in these processes;

[7] See this paper, page 4.

- To set out the main elements of an overall Ministry accountability framework which reflects the above findings; and,
- To implement that framework, having regard for the appropriate division of labour between the various Divisions.

Scope of Work:

Work will take place in three phases, as follows:

1. *Review of current requirements, planning and activities* ... consisting of document reviews, interviews and related activity - to provide an overview of performance management and accountability exigencies, as well as activities planned or already in place to respond to those exigencies.
2. *Development of specifications for a Ministry-wide performance management and accountability framework* ... which incorporates a corporate perspective and corresponding components, while reflecting the range and diversity of performance management and accountability interests and activities at the Ministry divisional level.
3. *Implementation of the Ministry-wide performance management and accountability framework* ... which will include the corporate elements of a performance management and accountability plan - as defined by the framework specifications.

Timelines:

Review of current state of Ministry performance management and accountability regime ...	... by May 31, 1999
Formation of standing inter-divisional accountability working group ...	... by June 30, 1999
Development of broad specifications for Ministry-wide accountability framework ...	... by July 31, 1999
Selected "corporate" accountability reporting (e.g. high level summary indicators, annual report, etc.) ...	... starting Sept. 30, 1999

Deliverables:

Expected deliverables, or outcomes from work to be done include:

- a "snapshot" of the current state of performance management and accountability in the Ministry;
- a high-level guide reflecting the corporate, or Ministry-wide, dimensions of performance management and accountability within the organization, and their integration with divisional activities; and,
- a series of identifiable Ministry-wide, or corporate, accountability outcomes, including a consolidated Ministry viewpoint on performance management and accountability, development appropriate high level indicators, an annual report with a focus on accountability, and related outcomes ...

Resources:

A contractor has been engaged to develop a "snapshot" of the current state of the performance management and accountability enterprise in the Ministry and to help build an accountability framework ($10K in FY 99/00). An inter-divisional evaluation and accountability working group will be tasked with supporting the development of specifications for an accountability framework for the Ministry and monitoring implementation. REAB staff will be responsible for managing the above processes and implementing the results.

Results:

The results of this process will include a organization-wide perspective on performance management and accountability, an "accountability framework" which reflects that organization-wide perspective, and reports at the corporate level which reflect that framework.

March 11, 1999

ATTACHMENT 5: INVENTORY OF CURRENT EVALUATION ACTIVITY AND PLANNING

BACKGROUND

Purpose and Rationale

As part of a centralized corporate Branch, an evaluation program enhances the Ministry's ability to review the performance of programs and make improvements from a performance outcome perspective. Moreover, it reinforces the Ministry's ability to demonstrate the degree to which it has achieved its strategic and operational priorities. To ensure that evaluation and accountability initiatives serve effectively as a performance information tool and that there are clear linkages to the Ministry's strategic and operational priorities, a detailed evaluation plan and schedule must be developed. This document provides direction for how the development of an evaluation plan can be accomplished.

Description of Program Activity

Program Evaluation undertakes objective, systematic and rigorous examination of the causal relationships between program and policy-related activities and outcomes to help managers make specific decisions. Evaluators may provide expertise through four main areas:

- Program design development or activity
- Evaluability Assessment
- Policy Implication Papers
- Formative or Summative Evaluations

The formative versus summative distinction is made to call attention to different evaluation purposes. Formative evaluations are aimed at program improvement and are generally focused on implementation and process issues. Summative evaluations are done for the purpose of making judgments about the basic worth of a program and focus on outcome issues. However, the process of conducting either formative or summative evaluations is uniform.

Program Evaluation Cycle

Evaluating any policy or program will undergo three distinct stages: (1) Evaluation Design, (2) Data Collection, and (3) Analysis & Reporting. Please refer to Table 1.

- Evaluation Design

  An evaluator, in conjunction with managers, develops evaluation frameworks to guide individual evaluations. A typical framework will include: assessment of information needs; development of research methodology; allocation of evaluation budget; and, development of an evaluation workplan.

- Data Collection

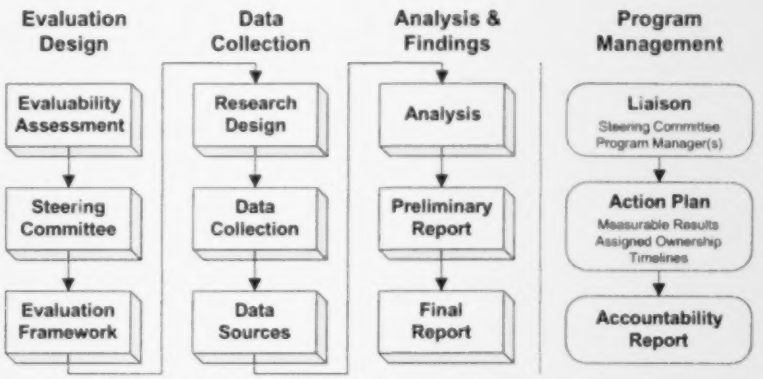
  The field of evaluation undertakes systematic application of social research procedures – both quantitative and qualitative methodologies – to address information needs, including:

literature searches; policy and program document reviews; administrative data analysis; case studies; surveys; interviews; and, focus groups.

- Analysis & Reporting

  Reporting consists of: findings; conclusions; recommendations; and, communications and distribution.

- Applying evaluation to program design, implementation and review - a process outline ...



Evaluation Benefits to Executive Committee and Management

- Enhances the Ministry's ability to demonstrate the degree to which it has achieved its strategic and operational priorities;
- Helps to meet accountability requirements of Treasury Board and Internal Audit;
- Improves the results of the system by providing quality information about why things do or do not work, and what can be done;
- Increases effectiveness of spending decision by relating expenditures to outcomes; and,
- Improves the organizational capacity by breaking down Ministry 'silos' through the coordination of information and the development of common objectives.

ORGANIZATIONAL PLANNING

The Auditor General, in his report on *Enhancing Accountability for Performance: A Framework and An Implementation Plan* raised the "need for programs to be evaluated on a defined, cyclical basis." With time and resource constraints, it is therefore necessary to develop a schedule of evaluations that occurs over a number of years.

Organizational or *Strategic* planning for evaluation involves making decisions about which program groupings within the Ministry are to be subject to evaluation and when these are to be evaluated. For MAETT, this will amount to long-range planning, simply because of the number of programs operated. Strategic planning for evaluation therefore covers a long time period and includes all Ministry programs.

Tactical planning or planning for an individual evaluation study covers a shorter time range and is narrower in scope. Attention in tactical planning is on the study of specific programs and has as it purpose making planning decisions about a specific program.

While tactical and strategic planning for evaluation differ in scope, timing, and products produced, the process followed in carrying each out are quite similar. In both planning for evaluations within the Ministry as a whole, and planning for an individual evaluation study, attention must be directed to clearly identifying the clients to be served by the evaluation plan; defining carefully the programs to be subject to evaluation; determining priorities and questions for evaluation; and determining evaluation methodologies best employed.

Evaluation Clients

Who is defined as the evaluation client will have important implications for how programs are broken up or grouped for an evaluation plan. In short, the information needs of program clients should dictate the level at which programs are defined for evaluation purposes within an organization. Similarly, who is defined as the evaluation client will directly affect the scope and focus of individual evaluation studies.

Program Understanding

A good evaluation plan needs to have a good understanding of each program area in the Ministry. Failing such may lead to a plan composed of program components that overlap, operate at cross-purposes, fail to cover all significant operations comprising a program, or conflict with other organizational programming arrangements, such as those use for planning, budgeting, or personnel. Similarly, an evaluator must become familiar with the program in planning individual studies. This means understanding resources used, activities undertaken, and results intended.

Setting Priorities and Identifying Questions

Setting priorities for the evaluation of Ministry programs amounts to establishing an evaluation schedule, detailing when each program will be evaluated. Key factors to consider in prioritizing will be client concerns, feasibility, timing, resources, and key Ministry strategic priorities. These factors also apply in prioritizing individual studies

Identifying Evaluation Methods

The choice of methods is not only a technical matter but also reflects three interrelated considerations in which the client will play a key role: (i) the duration of the evaluation; (ii) the level of evidence the evaluation will provide; and (iii) the cost of the evaluation. While planning for evaluation methods is most clearly linked to individual evaluations, a strategic evaluation plan can also benefit from some thought about methods and the type of evidence needed. If it is known that a planned future evaluation will require substantial quantitative evidence, early thought needs to be given to data collection in the interim. An evaluation planned in a program with known data deficiencies will take longer and cost more than one in a program with a well-operating management information system.

ORGANIZING FOR EVALUATION: ACTION STEPS

Involving Program People

The very nature of developing a Ministry-wide evaluation plan is a continuing collaborative effort involving program managers and staff as much as possible to provide a surprise-free environment and to build support for an evaluation milieu in the Ministry. Evaluators are first, and foremost, responsible for participating in and supporting the planning activities of program managers and staff. In other words, evaluators have the primary responsibility for facilitating and assisting program managers to carry out planning for evaluation—whether in the case of an individual study, or in developing and revising organizational evaluation plans.

As noted earlier in this paper, the key to effective discharge of the REAB mandate will be the formation and use of inter-divisional task and working groups. Such working groups will be instrumental in reviewing existing priorities, establishing a consolidated and/or coordinated perspective and thereby assisting the generation of an integrated, corporate-level Ministry evaluation plan. Program managers will help to compile program profiles, provide program understanding to evaluators, assist in articulating program and policy priorities, and identify program clients and resources. The REAB staff will coordinate the process gaining direction and approvals from the Audit and Accountability Sub-Committee.

Developing A Program Scan

In collaboration with program staff and inter-divisional task and working groups, REAB staff will compile and develop a good understanding of each program area in the Ministry. A program profile may include:

- the goals and objectives of a program;
- the program activities, outputs and outcomes;
- the nature of clientele participation in program activities;
- the amount and type of resources used; and,
- the nature and extent of administrative data.

Department activities will be grouped into program evaluation components, namely groups of activities considered suitable for evaluation purposes. Appropriate profiles of these components will be developed. While a more basic program profile may be all that is needed in order to develop the initial Ministry Evaluation Plan, some managers may opt to develop a more in-depth analysis capturing interrelationships among program activities, outputs and outcomes. A summary of profiles will be reviewed and approved by the Audit and Accountability Sub-Committee.

Establishing Priorities for Program Evaluations

It is essential to organize or frame evaluation studies and activities in relation to Government and Ministry strategic priorities. Prioritizing the evaluation of programs will afford a schedule to be developed outlining when each component will be evaluated. This ranking will be required for

both long-term and current year planning. The major factors to be taken into account in setting priorities should be:

- the importance of evaluating particular programs in terms of departmental, Ministry and Government strategic priorities; and,
- a consideration of the concerns and priorities of Treasury Board.

Technical factors to be considered in a ranking will include:

- program size in terms of expenditures and/or impacts on society;
- the anticipated cost of the evaluation;
- the expected difficulties and necessary lead time required to conduct an evaluation (in relation to the capacity of the evaluation unit and program resources);
- the timing of an evaluation; and,
- the maturity of the program.

As noted above, collaboration with intra-Ministry working groups and approval from the Audit and Accountability Sub-Committee will be required.

Framing an Evaluation Schedule

An Evaluation Plan will be a document comprised of both a *Long-Term Evaluation Plan* and an *Annual Evaluation Plan*.

1. The Long-Term Evaluation Schedule will contain two parts:
   a) a *Ministry Program Evaluation Profile* including a description and explanation of the program evaluation component groupings and the individual program profiles.
   b) a *Ministry Program Evaluation Schedule*--a prioritization of evaluations and listing of target dates by which all components are planned to be evaluated.
2. The *Annual Evaluation Plan*—an operation plan indicating which evaluations will be carried out in the next 12-18 months and target dates for start and finish.

As noted above, collaboration with intra-Ministry working groups and approval from the Audit and Accountability Sub-Committee will be required.

1. EVALUATIONS CONDUCTED IN 1998/1999

Program	**Objective**
Vocational Rehabilitation Services *(completed)*	Determined whether the program is capable of achieving its intended short-term and long-term outcomes, given current design and delivery methods
Institute of Indigenous Government *(completed)*	Evaluated relevance of design, its implementation, management processes, monitoring and reporting processes, and effectiveness of recruitment and enrollment procedures.
Workplace Based Training	Evaluation assessed if program goals were met, identify program improvement and provide recommendations for improved delivery, management, issues and administration in order to increase its effectiveness.
Assessment, Counselling and Referral	The evaluation is examining issues associated with program delivery, effectiveness, and outcomes, as well as on-going performance monitoring. A baseline data component will also be required.
Community Skills Centres	Evaluation determined the impacts that Centres have had on their main client groups; whether funding is being used effectively; which Centres have developed new and innovative and community approaches; and the degree to which federal/provincial partnerships have assisted the initiative in meeting its objectives.
Labour Market Development Agreement	Evaluation addressed issues of relevance, design/delivery /implementation, impact on participants/employers, impact on community, assessment of short-term success indicators, and overall impact/cost effectiveness.
Labour Market Development Pilots	This evaluation will determine the extent to which 18 Pilot activities budgeted at $2,811,180 meet their objectives and operate under EBSMs terms and conditions. The evaluation will also assess the effective of innovation in assisting mutual clients. Best practices will be identified.
Labour Market Information	Evaluation assessed the effectiveness of individual projects, the impact of the initiative over the last 3 years, and awareness of user needs.

2. POTENTIAL EVALUATIONS FOR 1999/2000

Program	Description
BC Benefits	The BC Benefits Longitudinal Panel will continue to assist in developing a comprehensive profile of income assistance recipients. We are already learning about client activities and whereabouts after income assistance. In addition, we will be able to identify factors that lead to the short-term and long-term movement off income assistance; and develop an understanding of the factors leading to patterns of dependence on Income Assistance.
Student Summer Works	Student Summer Works, one of 12 employment programs of Youth Options BC, provides work experience opportunities and improves access to post-secondary education for youth in British Columbia. The program reimburses participating employers for a portion of students' wages for new training opportunities created between May and August. The program is delivered through a network of Community (Host) Agencies contracted by MAETT.
Industrial Adjustment Service (IAS)	The IAS is a federal-provincial program that supports employers and employees who have agreed to work together to bring about mutually beneficial human and organizational adjustments to deal with human resource related challenges and opportunities that result from economic and/or technological change. Participants may include large and small organizations, unionized and non-unionized, in all sectors.
The Adult Literacy Cost-Shared Program	Funded by a cost-shared agreement between the National Literacy Secretariat (NLS) and the MAETT, the Adult Literacy Program reviews applications and provides priorities and recommendations to the NLS and to MAETT to enhance adult literacy activities in British Columbia. It encourages and improves partnerships between community groups, school districts and colleges and encourages active involvement of all sectors of society in activities which enhance, improve and support adult literacy education in British Columbia
Youth Community Action	Youth Community Action is one of the 12 employment programs of Youth Options BC, a government initiative to provide work experience opportunities and to improve access to post-secondary education for youth in British Columbia. It is a new program that will give young people, aged 15-24 the opportunity to earn credit for tuition fees while participating on community service projects around the province. Non Profit agencies design projects that will involve youth and leave a legacy of community enhancements in areas such as community development, culture, heritage, literacy, recreation and community safety.
Community Outreach Partnerships Fund	The Community Outreach Partnerships Fund is one of the more than thirty practical innovative programs resulting from the Skills Now initiative, the provincial government's skills training plan. The fund is designed to foster empowerment of communities through community partnerships (for e.g., literacy councils, community skills centers, school districts, Multicultural groups, native bands, unions and other workplace organizations). Funding is provided for the development and delivery of community service and workforce training programs.

ATTACHMENT 6: POLICY SERVICES DIVISION - MANDATE AND OBJECTIVES

Mandate and Responsibilities:

Together with other divisions, and with external stakeholders and partners, the Policy Services Division supports the strategic management orientation and activities of the Ministry. The Division provides corporate policy, planning, research and evaluation services; supports inter-governmental relations, negotiations and agreements; manages the Ministry's legislative agenda; and, undertakes a range of activities to address issues affecting persons with disabilities.

Goals and Objectives:

To ensure that:

- Policy and program development and implementation is responsive to Ministry stakeholder and client needs;
- Information and analysis is available to support effective planning and decision making;
- Planning and management processes are efficiently and effectively meeting Ministry goals;
- The Ministry's interests vis a vis other governments are fully represented and advanced; and,
- Barriers to full participation of persons with disabilities are identified and removed.

Operating Principles:

The operations of the Policy Services Division will reflect:

- A planned strategic approach to setting of priorities by government and the Ministry, necessitating that government select from the vast range of public policy concerns those upon which it will concentrate its efforts
- The establishment of new collaborative partnerships with business, labour, community organizations, and the Federal government in policy development and program delivery
- Enhanced coordination across policy and program areas, across ministries, between ministries and central agencies and the Federal government
- A focus on policy development as a critical function of ministries, alongside their program administrative functions, to deal with the prospect of ongoing fundamental change
- An emphasis on strategic management to the program level through the integration of planning budgeting and evaluation to ensure that all activities "make a difference" with respect to governmental priorities
- Support for the goal of efficient, relevant and effective programs that provide "value for money" in return for public expenditures

ATTACHMENT 7: RESEARCH, EVALUATION & ACCOUNTABILITY WORK PLAN

Branch: Research, Evaluation and Accountability Branch

Mandate/Program Description:

The Research, Evaluation and Accountability Branch is responsible for providing corporate economic and labour market research services; for developing and distributing selected labour market information resources; for leading the development of a Ministry-wide performance management and accountability framework; for managing an evaluation program, as part of a comprehensive Ministry accountability regime; and, for participating in labour market related inter-governmental partnerships and initiatives.

Objective/Priority:

1. Research ... to ensure that Ministry policy and program planners and decision makers have access to the necessary social, economic and labour market research, information and analysis to develop and deliver education, training and employability policy, programs and services in an effective and efficient manner.

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Ministry research and evaluation agenda ... support for development of a organization-wide research agenda which focuses on Ministry policy and program priorities.	Formation of "research/evaluation working group" & generation of a research agenda. Ministry researchers and analysts.	Ongoing
Environmental scan ... production, on a yearly basis, of an external Environmental Scan of labour market and learning trends. Also includes periodic issue papers on special topics	"Environmental Scan ..." and "Jobs and the Economy" publications and reports To support Ministry (PSE & SDD) and post-secondary institutions planning	Updated Scan by 11/99
Labour force statistics ... monthly review of the results of the Labour Force Survey	Publication of monthly analysis of labour force statistics with BC Stats (hard copy and web accessible, and monthly briefing note. Internal (Ministry) and external government and non-govt audiences.	Monthly
Occupational projections and forecasts ... annual review, assessment and development of provincial level industrial and occupational forecasts in partnership with HRDC	Annual COPS (Canadian Occupational Projection System) forecast for BC -detailed occupation and industry forecasts To support PSE new program review and SDD program planning, and inclusion in products, such as Work Futures	Ongoing
Post-secondary labour market information and education research ... special research and analysis including post-secondary participation rates, school to work transitions, analyses of student outcomes data	Special reports, input into PSE new program reviews, and others Clients are PSE Division and PSE policy/program planners and analysts	To be determined
PSE new program reviews ... provision of labour market information, analysis and assessment regarding new post-secondary program proposals for the PSE Division New Degree/Non-Degree review committees	Labour market assessment of new degree and non-degree program proposals. Client is PSE Division.	Ongoing

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
LMI for post-secondary program planning and decision making ... development of a labour market information framework and template to assist post-secondary institutions with LMI requirements for identifying need for new programs	Framework, template and checklists produced for post-secondary institutions Clients are post-secondary institution program planners and analysts.	By 03/00
Skills Development Division decision-support information development, analysis and modelling ... development of frameworks and models based on regional demographic and labour market variables with Program Planning and Development Branch	Regional demographic reports, resource allocation models, and related To support of SDD budgeting and resource allocations.	Ongoing
Proposed Canada/BC Forestry Initiative ... provision of data, research, analysis and advice on development of the proposal in partnership with FRBC, MoF and SDD	"Overview of the Forest Sector" To assist decision making on new program funding.	Ongoing
Research, analysis and information support to other agencies ... on labour market, education, employment insurance or income assistance related issues	Information notes, reports, briefings (e.g. report on employment insurance experience of farm labourers for Ministry of Labour) To assist informed decision making	Ongoing
Ad hoc inquiries, briefings, reports and related ... labour market analysis, including occupational, industry, social, economic, demographic and related research and analytical support to meet corporate, divisions and others requirements	Information notes, reports and briefings To assist informed decision making.	Ongoing
Projects and activities identified below this line are subject to acquisition of additional human (FTE or contract $'s equivalent) and financial($'s) resources.		
Data acquisition and management ... of Census, Employment Insurance, Income Assistance and other data on education, labour market, incomes and earnings and development of products to inform regional planning.	Regional level data, information products and analysis by SDD and College regions. Key input into other research and analysis, and into LMI products, such as Work Futures. To support PSE and SDD policy development and program planning.	*Ongoing* *Resources will affect purchase of data*
Regional employment forecasting model and major projects listings ... participation with BC Stats and Skills Development Division in the development of a sub-provincial labour forecasting model.	*Regional and community employment estimates as well as regional industry employment estimates.* *To support PSE new program review and SDD program planning.*	*Subject to resources*
Regional labour force statistics on the web ... development of web accessible labour force and related statistics for information and use by Ministry field staff.	*Monthly statistics and analysis of regional labour markets in BC.* *To support regional planning and decision making by SDD offices and others.*	*Subject to resources*
Research paper on "Return on Investment from Training and Education" exploring private and social benefits and costs of training and education ...	*Discussion paper ...* *Client is Ministry Executive*	*Subject to resources*
Other research/publications and consultantcy ...	*For instance ... analysis and publication of the new Adult Education and Training Survey results*	*Subject to resources*

Objective/Priority:

2. Labour market information ... to ensure that the foundation, or core industry, occupational and related labour market demand and supply information resources are developed, produced and distributed - in order to support career exploration and development, education and training, and employability and job search planning and decision making on the part of governments, the private for-profit and not-for-profit sector, and individuals.

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Ministry career and labour market information web pages ... development of Ministry career and labour market information web pages, with links to key resources in BC and beyond	Career and labour market information pages developed & mounted on Ministry website. Ministry staff, career explorers, career professionals, researchers, others.	Ongoing
Accessible LMI Project ... project with ODI to establish framework/guidelines for development and delivery of career and labour market information to persons with disabilities	Greater access to and use of career and labour market information by persons with disabilities Product/service deliverers	Ongoing
BC Career Information Partnership ... development of BCCIP as Ministry/ inter-Ministry and private sector forum for identifying and priorizing projects/activities to develop and distribute enhanced career and labour market information products and service	A planned approach to supporting, developing and/or delivering career and labour market information products and services in BC Developers/users of career & LMI	
Projects and activities identified below this line are subject to acquisition of additional human (FTE or contract $'s equivalent) and financial($'s) resources.		
Updates to BC Work Futures: Occupational Outlooks ... this hugely successful and widely accessible product was enabled under joint Ministry/HRDC Strategic Initiative. Updating this core product is essential	*New occupational descriptions, employment projections, etc. in print and on Web.* *Planners, analysts, career practitioners, career explorers, job seekers*	*Subject to resources (FTE and contract $'s)*
BC WorkInfoNet ... maintenance and enhancements to BC "one-start" shop to on-line career and labour market information.	*New BC WIN content and use of website as stakeholder communications medium* *Job seekers, career explorers, practitioners, planners & analysts, youth, researchers, employers.*	*Subject to resources (Contract $'s)*
Development of BC Work Futures: Graduate Career Outlooks ... develop companion volume of WorkFutures focusing on outcomes of recent college and university graduates	*Focus on employment outlook for recent grads by ed. program. Print and on Web.* *Planners, analysts, career practitioners, career explorers, job seekers*	*Subject to resources (FTE and contract $'s)*
Update to Guide to the BC Economy and Labour Market ... need for update to economic outlook and corresponding sector forecasts.	*Update and distribute in print and on Web.* *Planners, analysts, career practitioners, career explorers, job seekers.*	*Subject to resources (FTE & $'s)*
Work Futures collateral products ... including development of a BC Work Futures For Persons with High School Completion or Less ...	*New product focused on persons with secondary education or less. Uses base profiles from expanded Work Futures.* *For MAETT SDD & MoE clients*	*Subject to resources (FTE and contract $'s)*
LMI promotion & marketing resources ... to increase awareness of utility of career and labour market information and support access and use of that material	*Updated "What's New ..." brochure or equivalent highlighting available resources and their use*	*Subject to resources (Contract $'s)*

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Other products and services ...		*Subject to resources*

Note: Financial ($'s) resources for updates and new Work Futures LMI products and services are split 50/50 with Human Resources Development Canada.

Objective/Priority:

3. Accountability ... to ensure that a comprehensive, organization-wide performance management and accountability framework - within which performance of Ministry programs is monitored, measured and reported; program results are assessed and evaluated against stated objectives; and, evaluative findings are incorporated into Ministry planning and budgeting processes - is implemented.

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Accountability Framework ... development of Ministry-wide performance management and accountability framework & high level Ministry performance indicators.	Consolidated review and framework for Ministry accountability activities. Monthly report with Ministry performance indicators	By 30/09/99
Treasury Board pilot performance management project ... report on utilization of performance management and accountability tools for the PSE co-op program	Improved performance management and use of indicators to measure performance Client is Treasury Board	Ongoing
Production of the 1997/98 Ministry Annual Report ... develop the Ministry annual report as an exemplar of and reporting vehicle for selected accountability information which is generated within the Ministry.	An informative and useful Annual Report that focuses on performance of the Ministry Meets increasing demand for better performance related information.	By 31/09/99 (See note below)
Production of the 1998/99 Ministry Annual Report ... develop the Ministry annual report as an exemplar of and reporting vehicle for selected accountability information which is generated within the Ministry.	An informative and useful Annual Report that focuses on performance of the Ministry Meets increasing demands from govt and the public for better outcome, output and performance related information.	By 31/03/00 (See note below)
Projects and activities identified below this line are subject to acquisition of additional human (FTE or contract $'s equivalent) and/or financial($'s) resources.		
Other accountability activity ...	*Additional accountability activity associated with development of accountability framework and possible LMDA.*	*Subject to resources*

Note: Communications Branch has allocated $30,000 for writing, desktop publishing and printing the two Annual Reports. In addition, production of Ministry Annual Reports will require approximately1 FTE, or an FTE equivalent ($60,000 per above), to produce the two Reports over the next 12 months.

Objective/Priority:

4. Evaluation ... to ensure that a systematic and well-developed evaluation program, as an integral component of a performance management and accountability regime, is maintained and implemented in the Ministry.

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Evaluation Plan ... development of Ministry-wide evaluation plan as part of a research and evaluation plan. Utilize the evaluation and accountability working group to review current evaluation criteria and planning, inventory Ministry programs, and establish and budget a consolidated Ministry evaluation plan.	The Plan will enhance the Ministry's ability to demonstrate the degree to which it has achieved its strategic and operational priorities. It will demonstrate accountability and improve the results of the system by providing quality outcome information.	By 08/99
BC Benefits Panel ... completion of surveys (wave 3) and analysis (for waves 1 - 3) for cohort 3 ... development of cohort 4.	Development of a comprehensive profile of income assistance recipients, and factors that lead to the short-term and long-term movement off income assistance.	05/99 to 03/00
LMI SI Evaluation ... is an outcome assessment that examines the extent to which the Initiative has achieved its intended outcomes and objectives. It studies three categories of issues: awareness of user needs; outcome assessment; and, cost effectiveness	Information on design and delivery of LMI products and services; extent to which the LMI Strategic Initiative achieved its intended outcomes objectives. Program planners and related	10/98 to 06/98
Assessment, Counselling and Referral ... is the second of a two stage evaluation process. It will examine issues associated with program delivery, effectiveness, and outcomes, as well as on-going performance monitoring.	Evaluative information will determine: whether ACR: has facilitated labour market adjustment; has effectively provided the necessary support and planning mechanisms; has achieved effective integration of service design and delivery.	08/99 to 06/98
Community Skills Centres ... is the capstone of a three-stage evaluation process. This third stage takes a summative look at the success of the Initiative as a whole.	The outcomes for this evaluation will: determine the extent to which the initiative has met its original objectives. Program planners and related.	06/98 to 06/99
Labour Market Development Agreement ... the LMDA includes Employment Benefits and Support Measures (EBSMs) as the mechanisms to achieve the LMDA objectives.	This formative evaluation will provide information on the relevance, delivery, impacts, and assessment of short-term indicators, and cost-effectiveness of the LMDA and individual EBSMs.	07/98 to 06/99
LMDA pilot projects ... in consultation with tri-partite committees and community service providers, 18 Pilot activities budgeted at $2,811,180 were initiated with the nature and scope of these pilots vary with local operations and priorities.	This evaluation will determine the extent to which pilots meet their objectives and operate under EBSMs terms and conditions. The evaluation will also assess the effective of innovation in assisting mutual clients. Best practices will be identified.	11/98 to 05/99
Proposed 4 new evaluations launched ... to launch two formative and two summative evaluations for programs within Skills and PSE. The number of evaluations will depend on Ministry/program priorities and available resources.	The summative evaluations will provide key information about overall effectiveness of a program. The formative evaluations will provide information on program development or improvement.	07/99 to 03/00 *Subject to $'s resources*
Projects and activities identified below this line are subject to acquisition of additional human (FTE or contract $'s equivalent) and/or financial($'s) resources.		

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Other evaluation activity ... including consulting assistance, evaluability assessments, support for development of program logic models, etc.	*Associated with development of accountability framework, LMDA developments and related ...*	*Subject to resources*

Note: 1. Contracting and related costs for these Canada/BC program evaluations are being covered by Human Resources Development Canada
2. Funding for proposed four new evaluations is not included in REAB base budget. Assumption is that program divisions will budget, or have budgeted for evaluations.

Objective/Priority:

5. Special initiatives ... to ensure that the Ministry's labour market development research and information interests are represented and advanced through various inter-governmental and related forums, partnerships, and other vehicles.

Project/Activity ... Description	Outputs/Outcomes/Clients	Start/Finish
Forum of Labour Market Ministers' Labour Mobility Coordinating Group ... provincial/territorial co-chair of the intergovernmental Labour Mobility Coordinating Group, charged with implementation of the Labour Mobility Chapter of the Agreement on Internal Trade	Provincial lead on LMCG committee and Implementation of Chapter 7 of Agreement on Internal Trade. Clients are Ministry (as Prov. Govt. lead) and Forum of Labour Market Ministers.	Ongoing
Forum of Labour Market Ministers' Occupational, Career and Labour Market Information Working Group ... provincial/territorial co-chair of the FLMM OCLMI Working Group. Includes responsibility for the Work Destinations web site targeted to mobile workers in Canada.	Implementation of occupational, career and labour market information components of FLMM strategic workplan. Clients are Ministry (as Prov. Govt. lead) and Forum of Labour Market Ministers.	Ongoing
Forum of Labour Market Ministers' Skills Adjustment Working Group ... To improve understanding among govts and stakeholders on the issue of skill adjustment, improve LMI, and improve coordination on skill adjustment with other related initiatives and programs	Reports, discussion papers and advice Clients are provincial/territorial co-chair, senior official for BC, Minister, FLMM	Ongoing
CMEC *CanLearn Interactive* Provincial Reference Group ... to provide provincial focus and inpur on development of this initiative	Appropriate implementation of initiative. Clients are MoE and MAETT and Council of Ministers of Education.	Ongoing
Other special initiatives ...	*Participation on inter-Ministry and inter-governmental committees, working groups and related as required.*	*Subject to resources*